

ORGANIZATION OF THE OFFICE OF PLANT AND OPERATIONS TABLE OF CONTENTS

SECTION 5

MISCELLANEOUS MATERIAL LEADING TO THE ESTABLISHMENT OF PLANT AND OPERATIONS

1. Memo No. 530 Coordination of Business Administration 4-7-25
2. Two organization charts, Office of Operations.
3. Organization chart, Office of Plant, Equipment & Services
4. 5-24-38 memo by PHA to Messrs. Jump, Eisenhower, Hendrickson, & Sette
5. 6-4-38 memo by PHA to Messrs. Jump, Eisenhower, Hendrickson & Sette
6. 5-31-38 memo by PHA to Messrs. Jump, Eisenhower, Hendrickson & Sette
7. 6-28-38 memo by F.J.Sette to P. H. Appleby re Administrative Handling of Plant & Equipment
8. 6-30-38 memo by M. S. Eisenhower to PHA & FJ Sette.
9. 8-29-38 unsigned memo to PHA.
10. 9-2-38 memo by A. B. T to PHA.
11. 12-12-38 memo by A. B. T. to R. F. Hendrickson sending rough outline of proposed new office of Plant & Operations.
12. 9-26-38 memo by M. S. Eisenhower to PHA re transfer of duplicating plant & of mailing lists.
13. Agenda of meeting of Administrative Council re Reorganization of the Office of the Secretary, 8-2-41.
14. Agenda of Agriculture Equipment Committee Conferences.
15. Copies of the following listed numbered memoranda: 852 Am. #5,818-937 S1-961-963-963 S1-972-986-1094-1063-996S12-996S11-996S10-996 S9- 996 S8- 996 S7- 996 S6- 996 S5- 996 S4- 996 S3- 996 S2- 996 S1- 996.
16. Copy of Genl. Departmental Circular No. 30.
- 17.

1. The first part of the report is devoted to a general description of the project and its objectives. It also includes a brief history of the project and a statement of the author's responsibilities.

2. The second part of the report is devoted to a detailed description of the project. It includes a description of the project's organization, a description of the project's activities, and a description of the project's results.

3. The third part of the report is devoted to a discussion of the project's significance. It includes a discussion of the project's contribution to the field, a discussion of the project's limitations, and a discussion of the project's future prospects.

4. The fourth part of the report is devoted to a conclusion. It includes a summary of the project's findings, a statement of the author's conclusions, and a statement of the author's recommendations.

5. The fifth part of the report is devoted to a bibliography. It includes a list of the references used in the report.

6. The sixth part of the report is devoted to an appendix. It includes a list of the figures and tables used in the report.

7. The seventh part of the report is devoted to a glossary. It includes a list of the terms used in the report.

8. The eighth part of the report is devoted to an index. It includes a list of the topics covered in the report.

9. The ninth part of the report is devoted to a list of the author's acknowledgments. It includes a list of the people and organizations that assisted the author in the project.

10. The tenth part of the report is devoted to a list of the author's references. It includes a list of the books, articles, and other sources used in the report.

File
March 28
MEMORANDUM NO. 530

April 7
March 28, 1925.

Coordination of Business Administration.

In the interest of economy and efficiency, and to simplify and facilitate the general business administration of the Department, the various offices attached to the Office of the Secretary and engaged in personnel and other branches of business administration are hereby consolidated into one unit, which is designated the Office of Personnel and Business Administration. This office will function through two major branches, one of which will handle personnel matters and the other general business administration. Dr. W. W. Stockberger has been designated as Director of Personnel and Business Administration and will have general direction and supervision of the business administration of the Department, including the coordination and improvement of the activities of the various bureaus and offices of the Department under this heading. W. A. Jump has been designated as Assistant Director and will have immediate direction and supervision of the branch of general business operations. He will also continue to act as Budget Officer of the Department.

The Director of Personnel and Business Administration will cooperate closely with the other directors where their fields of work are concerned and will advise with the chiefs of bureaus and offices on matters of personnel and business administration involving the activities under their supervision.

The Office of Personnel and Business Administration, for the present, subject to such rearrangement as may be determined upon by the Director, will be organized as follows: (1) Branch of Personnel: To include the work and personnel heretofore assigned to the Personnel Office, the Salary Classification Office, and the personnel section of the Office of Inspection, and (2) Branch of Business Operation: To include the Office of the Chief Clerk and subsidiary units, the Section of Accounts serving units of the Office of the Secretary, which is hereby placed under the immediate supervision of the Chief Clerk, the Office of Purchases and Sales, with which the work and personnel of the Office of the Traffic Manager is hereby merged, the Division of Accounts and Disbursements, the fiscal section of the Office of Inspection, and the employees of the immediate office of the Secretary heretofore engaged principally in budget and finance and other business administration work.

March 22, 1932

and mark no. 530

Organization of Business Administration

In the interest of economy and efficiency, and to simplify and facilitate the general business administration of the Government, the various offices attached to the Office of the Secretary and engaged in personnel and other branches of business administration are hereby consolidated into one unit, which is hereby established as the Bureau of Business Administration. The Bureau will be under the direct supervision of the Secretary, and its functions will be to coordinate and supervise the business administration of the Government, and to act as a central office for the collection and dissemination of information and statistics. The Bureau will also be responsible for the management of the Government's business, and for the supervision of the various branches of the Government's business, including the management of the Government's property, the management of the Government's finances, and the management of the Government's personnel. The Bureau will also be responsible for the management of the Government's business, and for the supervision of the various branches of the Government's business, including the management of the Government's property, the management of the Government's finances, and the management of the Government's personnel.

The Director of Personnel and Business Administration will cooperate closely with the other directors whose fields of work are concerned and will assist with the chief of bureaus and offices on matters of personnel and business administration involving the activities under their supervision.

The Office of Personnel and Business Administration, for the present, subject to such reorganization as may be determined upon by the Director, will be organized as follows: (1) Branch of Personnel; (2) Branch of Business Administration; and (3) Branch of Finance and Accounts. The Office of Personnel will be responsible for the management of the Government's personnel, including the recruitment, selection, training, and supervision of personnel. The Office of Business Administration will be responsible for the management of the Government's business, including the management of the Government's property, the management of the Government's finances, and the management of the Government's personnel. The Office of Finance and Accounts will be responsible for the management of the Government's finances, including the collection and disbursement of funds, and the management of the Government's accounts. The Office of Personnel and Business Administration will also be responsible for the management of the Government's business, and for the supervision of the various branches of the Government's business, including the management of the Government's property, the management of the Government's finances, and the management of the Government's personnel.

A detailed outline of the organization, duties and functions of the Office of Personnel and Business Administration will be furnished at an early date. To facilitate the transaction of business, papers originating in the various bureaus relating to matters with which the Office of Personnel and Business Administration is concerned should be sent directly to that office, and incoming mail of the same type upon receipt in the Secretary's File Room will be directly referred in a similar manner.

The Advisory Committee on Finance and Business Methods is abolished and matters heretofore considered by that committee will for the present be considered by the heads of offices charged with the responsibility in the various lines involved.

In order to expedite the transaction of business the Office of Personnel and Business Administration will be located on the second floor of the Administration Building. The Packers and Stockyards Administration will be located at B Street and Linworth Place, in the building formerly occupied by the Office of the Solicitor. The Solicitor's Office will be located in the Administration Building. These changes will be effected as soon as practicable.

(sgd) W. M. Jardine
Secretary.

AUTOMOTIVE

To be responsible for the initiation of a study of a Motor Transport System for the entire Department's activities, both Washington and field; to secure information from various Bureaus of the Department as to present methods of purchasing, garaging, maintenance and repairs of automotive equipment; to develop information which will eventually serve as a basis for specifications in procurement of automotive equipment, and to operate a garage and provide a Motor Transport System for the Department's activities in the District of Columbia.

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COMMUNICATIONS

To operate the Department Post-Office; to be responsible for the operation of a central file room, having custody of all official correspondence, records and documents of the Office of the Secretary and the Offices of Budget and Finance, Personnel, Operations, etc., and to maintain such sub-stations as may be necessary due to the physical arrangement of the respective divisions of said offices; to be responsible for the planning and development of a system of uniform file operations for the various Bureaus of the Department; to be responsible for the operation of telephone and telegraph systems of the Department and, in general, to act in an advisory capacity to all Bureaus on these functions; also, to maintain service at the Information Desks, both in the Administration and South Buildings.

COMMUNICATIONS

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GENERAL SERVICE

To be responsible for the performance of general service functions for the Office of the Secretary, such as initiation and preparation of personnel actions, travel authorizations, supplies, and the operation of a stenographic pool.

GENERAL SERVICE

To be responsible for the performance of general service functions for the Office of the Secretary, such as initiation and preparation of personnel actions, travel authorizations, supplies, and the operation of a stenographic pool.

PROPERTY RECORDS
AND STATISTICS

To develop and maintain a location inventory as well as a complete description of all real property owned by the Department; to maintain for statistical purposes, a record of all property leased by the Department; to secure reports and develop such statistical information as may be necessary and pertain to the general functions of the Office of Operations.

PROPERTY RECORDS
AND STATISTICS

To develop and maintain a location inventory as well as a complete description of all real property owned by the Department; to maintain for statistical purposes, a record of all property leased by the Department; to secure reports and develop such statistical information as may be necessary and pertain to the general functions of the Office of Operations.

REAL ESTATE

To develop criteria to serve as a basis for approval of the Secretary in the obtaining and apportionment of Washington space; to be responsible for all contacts with the National Park Service in connection with maintenance or other services of Government owned space occupied by the Department; to provide a technical advisory service in the layout of space; to pass on all requests for field space, except where prior exceptions have been made by the Secretary to the Bureaus; in cooperation with the Bureaus, to be responsible for a long range building program to meet the future needs of the Department, both Washington and field; to prepare plans and specifications for buildings needed for the various Bureaus; to pass upon all repairs in excess of \$1000; to be responsible for the study of the Department office situation in the field with a view to developing a more centralized housing of the Department's activities in the various areas of the country; to pass upon any proposed sites for Department buildings before negotiations are started for the acquisition of any land.

REAL ESTATE

To develop criteria to serve as a basis for approval of the Secretary in the obtaining and apportionment of Washington space; to be responsible for all contacts with the National Park Service in connection with maintenance or other services of Government owned space occupied by the Department; to provide a technical advisory service in the layout of space; to pass on all requests for field space, except where prior exceptions have been made by the Secretary to the Bureaus; in cooperation with the Bureaus, to be responsible for a long range building program to meet the future needs of the Department, both Washington and field; to prepare plans and specifications for buildings needed for the various Bureaus; to pass upon all repairs in excess of \$1000; to be responsible for the study of the Department office situation in the field with a view to developing a more centralized housing of the Department's activities in the various areas of the country; to pass upon any proposed sites for Department buildings before negotiations are started for the acquisition of any land.

OFFICE OF OPERATIONS

To be responsible for the planning, initiation and development of the program of work of the Office of Operations; to have general administrative supervision over eight divisions engaged in the conduct of general operations of the Department as shown under the various divisional function setups; to advise the Secretary on all matters pertaining to the activity of this office as it may affect the Department as a whole or the Bureaus in particular; to sign all leases and contracts for the Secretary (except where prior exceptions have been granted by the Secretary to various Bureaus).

AUTOMOTIVE

To be responsible for the development, operation and coordination of a Motor Transport System; to establish major repair shops, also such minor repair units as may be necessary to service the various field activities of the Department; to provide an inspection service at the factory to insure compliance with specifications, also in field offices for insuring adherence to regulations and instructions covering operation of motor equipment and shops; to develop current information concerning future service requirements for automotive equipment; to furnish necessary equipment to the various field activities of the Department as required, thus providing for its more efficient use and avoiding unnecessary idleness; to recommend new methods, based on information secured from the field, for the more efficient operation of the Department's Motor Transport System; to be responsible for the development of information, such as value, cost, age and availability, etc., of all Department owned automotive equipment, both Washington and field; to operate a garage and provide a Motor Transport System for the Department's activities in the District of Columbia.

COMMUNICATIONS

To operate the Department Post Office; to be responsible for the operation of a central file room, having custody of all official correspondence, records and documents of the Office of the Secretary and the Offices of Budget and Finance, Personnel, Operations, etc., and to maintain such sub-stations as may be necessary due to the physical arrangement of the respective divisions of said offices; to be responsible for the planning and development of a system of uniform file operations for the various Bureaus of the Department; to be responsible for the operation of telephone and telegraph systems of the Department and, in general, to act in an advisory capacity to all Bureaus on these functions; also, to maintain service at the Information Desks, both in the Administration and South Buildings.

GENERAL SERVICE

To be responsible for the performance of general service functions for the Office of the Secretary, such as initiation and preparation of personnel actions, travel authorizations, supplies, and the operation of a stenographic pool.

PROPERTY RECORDS AND STATISTICS

To be responsible for the maintenance of such inventory records as may be necessary of all Department owned equipment, said records to be in accordance with the property accountability system proposed by the General Accounting Office; to maintain a location inventory as well as a complete description of all real property owned by the Department; to maintain, for statistical purposes, a record of all property leased by the Department; to be responsible for the licensing and maintenance of location inventory records of all automotive equipment and to be responsible in general for the securing of reports and development of such statistical information as may be necessary and pertinent to the general functions of the Office of Operations.

PURCHASE AND SALES

To be responsible for procurement of all supplies, materials, and equipment for the Department; to handle all necessary arrangements in connection with the execution of contracts of all types (except leases and related miscellaneous service contracts); to operate a central supply section; to handle all matters pertaining to the reporting of the sale or other disposition of surplus property; and to be responsible for the preparation or passing upon all specifications for supplies, materials, or equipment to be purchased.

REAL ESTATE

To develop criteria to serve as a basis for approval of the Secretary in the obtaining and apportionment of Washington space; to be responsible for all contacts with the National Park Service in connection with maintenance or other services of Government owned space occupied by the Department; to provide a technical advisory service in the layout of space; to pass on all requests for field space, except where prior exceptions have been made by the Secretary to the Bureaus; in cooperation with the Bureaus, to be responsible for a long range building program to meet the future needs of the Department, both Washington and field; to prepare plans and specifications for buildings needed for the various Bureaus; to pass upon all repairs in excess of \$1000; to be responsible for the study of the Department office situation in the field with a view to developing a more centralized housing of the Department's activities in the various areas of the country; to pass upon any proposed sites for Department buildings before negotiations are started for the acquisition of any land.

REPRODUCTION

To operate and maintain the duplicating plant; to maintain mailing lists and to operate a blue-printing and photographic laboratory.

TRAFFIC

To be responsible for the providing of information concerning freight rates and routings; to maintain a service for travelers on itineraries and passenger rates; and to handle claims in connection with these functions.

**OFFICE OF
PLANT, EQUIPMENT, & SERVICES**

To be responsible for the planning, initiation and development of the program of work of the Office of Plant, Equipment and Services; to have general administrative supervision over five divisions engaged in the conduct of general operations of the Department, as shown under the various divisional function set-ups; and to advise the Secretary on all matters pertaining to the activities of this Office as it may affect the Department as a whole or the Bureaus in particular.

TECHNICAL ADVISORY BOARD

To be responsible for the development, by collaborative methods with the operating Bureaus, of departmental standards for equipment, including operation and maintenance; such studies to include automotive and other heavy equipment, also photographic and other optical equipment (including aerial); to be responsible for the collection and dissemination throughout the Department of ideas and good practices in relation to the selection, use, maintenance and operation of equipment; and such other functions as are outlined in the Secretary's Memorandum dated June 8, 1938.

COMMUNICATIONS

To operate the Department Post Office; to be responsible for the operation of a central file station, having custody of all official correspondence, records and documents of the Office of the Secretary, and to maintain such file substations as may be necessary due to the physical location of the respective offices and divisions; to make studies of existing file systems; to plan and develop a uniform system of file operations for the Department, both in Washington and the field; to be responsible for the operation of the telephone and telegraph systems of the Department and, in general, to act in an advisory capacity.

TELEPHONE & TELEGRAPH

**MAIL & FILES
INCL. POST OFFICE**

**PERMANENT RECORDS
& PROCEDURE**

TELEPHONE & TELGRAPH

MOTOR TRANSPORT

To operate a garage and provide a Motor Transport System for the Department's activities in the District of Columbia.

GENERAL SERVICE

To be responsible for the performance of General Service functions for the Office of the Secretary, such as the handling of personnel actions, travel authorizations, supplies, budgets, etc., and the maintenance of pertinent records.

PERSONNEL

TRAVEL

SUPPLIES

BUDGETS

PROPERTY RECORDS & STATISTICS

To develop and maintain a current registry of all real property owned by the Department; to maintain for statistical purposes a record of all property leased by the Department; to maintain an inventory of all equipment in the Office of the Secretary; and to secure reports and develop such statistical information as may be necessary and pertinent to the general functions of the Office of Plant, Equipment and Services.

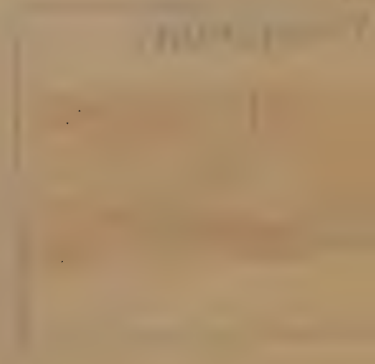
REAL ESTATE

To be responsible for the broad field of housing of the operating plant of the Department for both the District of Columbia and the field, including long range planning and active prosecution of approved housing projects, study of consolidation of the operating plants, space control and assignments, construction, repairs, relations with the National Park Service, property management and maintenance, allotment and control of parking areas, leases, and other related matters.

SPACE CONTROL

PLANNING

LEASES



Secy.

FILED

★ MAY 27 1938 B

Please return to the
Secretary's File Room

May 24, 1938

MEMORANDUM FOR: Mr. W. A. Jump, Director, Budget & Finance
Mr. M. S. Eisenhower, Director of Information
Mr. Roy Hendrickson, Office of Personnel
Mr. Frank Sette, Office of the Secretary

In our conference the other evening it was agreed that I should send out a little memorandum of reminder requesting suggestions for the organization of a unit in which would be concentrated administrative handling of matters having to do with Department plant and equipment. Will you please give this your thought and relay it to me in memoranda.

Yours,

Paul H. Appleby
Assistant to the Secretary

BROUGHT FORWARD

Secretary's Life Room

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Herbert A. Smith
President of the University

THE VACUUM TUBE

Secy.

May 31, 1938

FILED

JUN 1 1938

MEMORANDUM FOR: Mr. W. A. Jung, Director, Budget & Finance
Mr. M. S. Eisenhower, Director of Information
Mr. Roy Hendrickson, Asst. Director of Personnel
Mr. F. J. Sette, Office of the Secretary X

In our conference the other evening I listed some of the points on which there is special recognition of the possibility of improving and developing departmental administration. It would be exceedingly helpful, and perhaps in the long run a saving of time, if each of you would contribute written memoranda discussing each of the items. In addition to outlining methods of achieving administrative development, perhaps there should be some indication of time priority, some indication of those things that might be done in the very near future as contrasted with those that will require more time for preparation. The items I read the other evening were as follows:

I. Strengthening of Central Administration as Now Constituted

1. Office of Finance
2. Office of Personnel
3. Office of Information
4. Office of Land Use Coordination
5. Solicitor's Office
6. Office of Research
7. Office of Extension
8. Division of Operations
9. E.C.W.
10. Immediate Office of the Secretary
11. Great Plains
12. Plant and Equipment -- Engineering and Architecture, Building Policy, Capital District Land and Building Policy, Other Servicing Activities, Car Repairs, Exhibits.

II. More Definitely by Reorganizing and Enlarging Central Administration

1. Possibly through new Directors consolidating responsibility for the following: General Administration; Commodity and Non-Research Subject Matter as distinguished from Research Subject Matter; Interdepartmental Relationships; Congressional Relationships; Conservational Work; Economic Activities; Field Stations and Field Inspection; Departmental Program Development

BROUGHT FORWARD

- III. Strengthening Bureau Administration *and Rounding Out Bureau Fields*
1. AAA, EGS, PSCC, BAEg, CEA, Extension
 2. Staff men for Chiefs.
 3. Agricultural Labor
 4. Social Scientists.
- IV. Regional Administration and Decentralized Administration
- V. Internal Reorganization - Better Placement.
- VI. Democratic Administration
- VII. Planning Improvement
- VIII. New emphasis in sociological fields.

Paul H. Appleby
Assistant to the Secretary

Handwritten:
R. O. ...
...

III. ...
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VII. ...

VIII. ...

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...

Administrative Development

1. Strengthening of Central Administration as now Constituted.

1. Office of Finance
2. Office of Personnel
3. Office of Information
4. Office of Land Use Coordination
5. Solicitor's Office.
6. Director of Research. +
7. Director of Extension
8. Emphasis on Asst. Directors.
9. Div. of Operations.
10. E. C. W.
11. Immediate Office of the Sec.
12. Great Plains.
13. Engineering and Architecture. Building Policy.
Capital District Land & Dev. Policy
14. Other servicing activities. Can Repairs, Exhibits.

2. More Definitely by Reorganizing and Enlarging Central Administration.

1. Possibly then new Directors consolidating responsibility for the following: General Administration; Community and Non-Scientific Subject Matter; Interdepartmental Relationships; Congressional Relationships; Conservation Work (probably in O. L. U. C.); Economic Activities; Field Stations & Field Inspection; Departmental Program Development.

3. Strengthening Bureau Administration.

1. AAA SCS FSCC BA Eng CEA Extension
2. Staff men for chiefs. 3. Lg. Labor. + Social Scientists.

4. Regional Administration and Decentralized Administration.
5. Internal Reorganization - Better Placement. Exhibits, Meat Inspection, etc.
6. Democratic Administration.
7. Planning Improvement.
8. New emphasis in sociological fields.
Reciprocal admin.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON

June 4, 1938

MEMORANDUM FOR: Mr. W. A. Jump, Director, Budget and Finance
✓ Mr. M. S. Eisenhower, Director of Information
Mr. Roy Hendrickson, Asst. Director of Personnel
Mr. F. J. Sette, Office of the Secretary

In our conference the other evening I listed some of the points on which there is special recognition of the possibility of improving and developing departmental administration. It would be exceedingly helpful, and perhaps in the long run a saving of time, if each of you would contribute written memoranda discussing each of the items. In addition to outlining methods of achieving administrative development, perhaps there should be some indication of time priority, some indication of those things that might be done in the very near future as contrasted with those that will require more time for preparation. The items I read the other evening were as follows:

I. Strengthening of Central Administration as Now Constituted

1. Office of Finance
2. Office of Personnel
3. Office of Information
4. Office of Land Use Coordination
5. Solicitor's Office
6. Office of Research
7. Office of Extension
8. Division of Operations
9. E.C.W.
10. Immediate Office of the Secretary
11. Great Plains
12. Plant and Equipment -- Engineering and Architecture, Building Policy, Capital District Land and Building Policy, Other Servicing Activities, Car Repairs, Exhibits.

2. More Definitely by Reorganizing and Enlarging Central Administration

1. Possibly through new Directors consolidating responsibility for the following: General Administration; Commodity and Non-Research Subject Matter as distinguished from Research Subject Matter; Interdepartmental Relationships; Congressional Relationships; Conservation Work; Economic Activities; Field Stations and Field Inspection; Departmental Program Development.

1991 1992

Mr. J. J. Jones, Director, Bureau of Education
Mr. J. J. Jones, Director, Bureau of Education
Mr. J. J. Jones, Director, Bureau of Education
Mr. J. J. Jones, Director, Bureau of Education
Mr. J. J. Jones, Director, Bureau of Education

[illegible]

1. Possible threats are discussed in the following categories:

- III. Strengthening Bureau Administration
 - 1. AAA, ECS, FSCC, BAEng, CEA, Extension
 - 2. Staff men for Chiefs.
 - 3. Agricultural Labor
 - 4. Social Scientists.
- IV. Regional Administration and Decentralized Administration
- V. Internal Reorganization - Better Placement.
- VI. Democratic Administration
- VII. Planning Improvement
- VIII. New emphasis in sociological fields.

PHL

Paul H. Appleby
Assistant to the Secretary

- III. Regional Administration
1. AAA, BAA, CAA, DAA, EAA, FAA, GAA, HAA, IAA, JAA, KAA, LAA, MAA, NAA, OAA, PAA, QAA, RAA, SAA, TAA, UAA, VAA, WAA, XAA, YAA, ZAA
 2. BAA, CAA, DAA, EAA, FAA, GAA, HAA, IAA, JAA, KAA, LAA, MAA, NAA, OAA, PAA, QAA, RAA, SAA, TAA, UAA, VAA, WAA, XAA, YAA, ZAA
 3. BAA, CAA, DAA, EAA, FAA, GAA, HAA, IAA, JAA, KAA, LAA, MAA, NAA, OAA, PAA, QAA, RAA, SAA, TAA, UAA, VAA, WAA, XAA, YAA, ZAA
 4. BAA, CAA, DAA, EAA, FAA, GAA, HAA, IAA, JAA, KAA, LAA, MAA, NAA, OAA, PAA, QAA, RAA, SAA, TAA, UAA, VAA, WAA, XAA, YAA, ZAA
- IV. Regional Administration and Development
- V. Internal Administration - Public Administration
- VI. Economic Development
- VII. Planning Department
- VIII. The Ministry of National Affairs

Ministry of National Affairs
Addendum to the Report

The Ministry of National Affairs
has the honor to acknowledge the receipt of the report
submitted by the Ministry of National Affairs
on the subject of the National Affairs
and to express its appreciation for the
information and data furnished.

P
Y
June 28, 1938

MEMORANDUM FOR MR. PAUL H. APPLEBY
Assistant to the Secretary

Subject: Administrative Handling of Plant and Equipment

This is in answer to your communication of May 24 on the above subject, and touches parts of your memorandum of June 4.

As the Department is now constituted, each bureau makes its own determination of needs which is the basis of its budget. Budgetary control is exercised by the Secretary only in review of the budget. Without standards, criteria or yardsticks such review is bound to be somewhat superficial and arbitrary, unfair to the bureau and to the Secretary.

Although moneys are directly appropriated to the bureaus by Congress, the Secretary has a budgetary responsibility from which he cannot be relieved. Witness to his responsibility is his attendance at hearings before the Congressional appropriation committees to explain, defend and maintain the entire budget of the Department. A mechanism of budget criteria, analysis and control must be developed in order that the Secretary may discharge his budgetary responsibilities.

The bureau should be a special function organization. The chief of such bureau should devote the bulk of his time to the solution of the special problems which come within its field. Consequently, the development of uniform administrative mechanisms would relieve him of much of his present responsibilities, which should be shifted to service organizations.

The service organization should be attached to the staff of the Secretary. Its main function is to supply all the needs of a bureau at a minimum of cost and confusion. We have four such organizations, namely, Information, Personnel, Solicitor, and Budget and Finance. These offices are not yet fully developed, because there is a need for the development of positive formulae in the field of

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civil administration. It is encouraging at the moment to see that these offices are in existence.

In the matter of plant and equipment there is a need for the establishment of a new office which for want of a better name could be called "Office of Operations."

Before we discuss the probable functions of such an office we might look at a few matters which I have been able to pick up.

The Department owns real estate, the fair market value of which on June 30, 1937, was estimated to be \$643,693,304, as reported by the bureaus to the Procurement Division. I am given to understand that the Secretary does not have a central registry of this property, but that records are maintained by the bureaus. Although I have not seen such records, it is fair to assume that there is no uniformity as to the data maintained. To my mind there should be a master register completely describing the property entrusted to the care of the Department.

Bureaus construct buildings without reference to the needs of the Department as a whole, although lately there must be had Secretarial approval for buildings costing more than \$5,000. There needs to be defined when construction is administratively permissible. It seems that not infrequently the determination is made simply to avoid a surplus and to keep money from returning to Miscellaneous Receipts in the Treasury at the end of the fiscal year. This is true not only of construction but of supplies, equipment, etc. As an example, the following record is offered of contracts for construction of buildings (dams, levees, etc., excluded) from January 1, 1936 to date by fiscal quarters:

<u>Fiscal Year</u>	<u>Quarter</u>	<u>No. of Contracts</u>	<u>Value of Contracts</u>	<u>Remarks</u>
1936	3rd	1	\$ 80	
"	4th	7	312,081	
1937	1st	1	58,336	
"	2nd	1	10,936	
"	3rd	1	59,500	
"	4th	7	219,506	
1938	1st	2	958,621	(Abingdon-Bur. Roads)
"	2nd	2	13,400	
"	3rd	2	87,362	
"	4th	8*	218,200	

* Proposals

Recurrently the 4th quarter of the fiscal year shows a rise in the number and value of building projects. Needless to say, such a system places a heavy burden on two agencies, namely the Division of Plans and Services in the Bureau of Agricultural Engineering and the Division of Purchase, Sales and Traffic.

If it is agreed that the best construction weather is in spring, summer and early fall, then the bulk of the contracts should have been let in the 3rd quarter. Construction these days, while hindered slightly by winter conditions, is no longer on an entirely seasonal basis. The Division of Plans and Services reports to me that there is a sudden rush of work around March and April, which seems to prove that construction is one way of using surplus money.

There is need for construction planning which will carry by itself budgetary control. Nor should planning be on the basis of year to year, but on a longer term. The President has adopted a ten-year plan for the District divided into 2 five-year periods. We could adopt a similar approach. A study of the housing of our bureaus outside of Washington might be of some value, and there may be instances of substantial savings if building to accomodate all our bureaus were built in those localities where we have a heavy concentration of activity.

Apparently everyone is aware that something should be done in the matter of equipment. Here I wish to add one more example taken from the budget for 1939 of the need for yardsticks and control in the matter of purchase and maintenance of motor vehicles.

1939 Budget for Motor-Propelled
Passenger Vehicles

<u>Bureau</u>	<u>New Cars</u>		<u>Cost</u>		<u>Old Cars</u>	<u>Total Cars</u>	<u>Cost of Maintenance, Repair & Operation</u>	
	<u>Number</u>	<u>Total Cost</u>	<u>Per Car</u>				<u>Total</u>	<u>Per Car</u>
Animal Industry	130	\$78,175	\$600	475	605	\$172,425	\$	285
Plant Industry	26	17,725	682	95	121	27,555		228
Forest Service	101	72,107	715	439	540	85,089		158
Chemistry&Soils	4	2,200	550	7	11	3,100		282
Ent & Plant QU.	76	51,950	683	250	326	71,720		220
Bio. Survey	84	63,000	750	105	189	93,500		495
Ag. Eng.	7	4,900	700	33	40	7,300		183
Ag. Economics	69	41,400	600	145	214	42,800		200
Food & Drugs	41	22,550	550	82	123	36,900		300
SCS	287	182,446	635	1,423	1,710	541,553		316
FSA	10	6,000	600	124	134	29,150		218
Roads	80	54,875	685	300	380	226,100		585

Note: New cars are actually replacements of worn-out equipment in most instances.

We note from the above tabulation that we allow some bureaus to pay an average of \$550 per car while others pay as high as \$750, a spread of \$200 per car, and on the basis of the lower cost, a differential of about 36%. Is this administratively justifiable? Moreover, it costs bureaus to operate their cars (maintenance, repairs and operation) from \$158 to \$585 per car per year. Although conditions of use, type of roads over which travelled, etc., are important factors, the cost of operation principally reflects the mileage travelled.

If, for simplicity, we say that it costs 3 cents a mile to operate a car (insurance, first cost, etc., not included) does it mean that Forest Service has an average yearly mileage per car of 5,300 miles while Roads has 19,500 miles? Or may it mean also that some bureaus take better care of their cars? Whatever these differences may mean, there is need for complete information in the Secretary's office for guidance in reviewing budgets, for a formula as to when a car is a need and the purchase of one a saving to the government.

In the matter of photography, for example, we have examples of costly operation and technological inefficiency which are usually associated with practice of individual operation by separate bureaus.

Specifications for photographic supplies are often incomplete and inadequate. For example, the aerial photographic laboratories of the department purchase enlargement papers to the value of probably over \$100,000 per year. The shrinkage characteristics and the uniformity or range of shrinkage are important,, if not the most important factors, yet the specifications are practically silent in this regard.

Individual operation does not yield to research in methods of processing, testing, etc., the direction being non-technical, the research needs are overlooked as being unimportant or of slight significance.

I understand that the Department through its bureaus owns hundreds of hand cameras, many equipped with very expensive lenses. These cameras are often kept by the members of the bureau very much like private property. It would seem that the use to which these cameras are put must be limited to infrequent occasions. To increase the average use per camera, it would be necessary to have some central pool from which cameras could be requisitioned for limited periods of time.

Constantly demands are made for space to meet the needs of growing or new bureaus. From what I have been given to understand, there has been no formula devised which could be used in allotting space. The following tabulation is intended to show the range of unit space assigned to various bureaus:

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<u>Bureau</u>	<u>Office Space</u> <u>Sq. Ft. per person</u> <u>South Building</u>	<u>Miscellaneous</u> <u>Services, such</u> <u>as Mimeographing,</u> <u>Photograph Lab.etc</u>	<u>Technical</u> <u>Lab. Space</u> <u>Sq. Ft. per</u> <u>Person</u>
Agri. Adj. Administration	83.5	None	None
Agricultural Economics	116.7	312	*531
Agricultural Engineering	173.0	None	None
Animal Industry	*180.0	None	None
Biological Survey	111.0	155	228
Chemistry and Soils	*186.3	None	418
Comm. Exchange Admin.	133.5	None	None
Dairy Industry	*200.4	293	275
Entomology & Plant Quarantine	*199.7	229	308
Experiment Stations	*194.5	None	None
Extension Service			
Div. of Coop. Extension	118.0	168	None
Div. of Motion Pictures	175.0	*600	None
Farm Security Admin.	107.0	None	None
Fedl Crop Insurance Corporation	120.0	None	None
Food and Drug Admin	*180.0	242	345
Forest Service	132.0	330	None
Home Economics	50.0	None	259
Information	143.8	335	None
Library	*208.0	127	None
Plant Industry	*190.3	*508	460
Public Roads	160.0	None	None
Secretary	144.0	None	None
Soil Conservation Service	117.6	*1,022	None
Solicitor	219.7	None	None
Weighted Average	121.3	343	363

* Denotes space approximately 50% above weighted average

** This space now being conditioned and the unit given is not correct

<u>Bureau</u>	<u>Office Space</u> <u>Sq. Ft. per person</u> <u>Administration Bldg.</u>	<u>Miscellaneous</u> <u>Services, such</u> <u>as Mimeographing,</u> <u>Photograph Lab.</u> <u>etc.</u>	<u>Technical</u> <u>Lab. Space</u> <u>Sq. Ft. per</u> <u>person</u>
A.A.A.	169	None	None
Animal Industry	153	127	316
Chemistry & Soils	None	375	None
Information	150	None	None
Plant Industry	186	None	307
Secretary	170	None	None
Weighted Average	166	288	311

THE UNIVERSITY OF CHICAGO
LIBRARY

Of 23 bureaus and offices quartered in the South Building, 8 have office space per person 50% higher than the general average, or about the amount used by the Secretary's immediate office, namely, rooms 204, 205, 206 and 207. While I do not want to rob executives of roomy offices, better utilization of space might probably be obtained if standards of size and use and priority of services were developed.

There is offered a probable method of overcoming some of the difficulties which have been enumerated. There is a need for creating a new office which, for the time being and for the want of a better name, may be called "Office of Operations." This office would have the following divisions:

- 1.) Communications
- 2.) Purchase and Sales (by transfer from Finance)
- 3.) Real Estate (of Buildings and Grounds)
- 4.) Automotive and Heavy Equipment
- 5.) Technical Coordination and Research

Communications Division. This division would have in the main responsibility now held by the present division of operations. It would have the following sections:

- 1.) Mail and Files, including the department postoffice
- 2.) Telephone and Telegraph
- 3.) Motor Transport Service (except repair shop)
- 4.) Traffic
- 5.) Administration (to service the Office of the Secretary)

The emergency unit now in the division would be transferred to the Office of Personnel, while the property unit and the labor force would be transferred to the Division of Real Estate or Buildings and Grounds. The Traffic Section of the present Division of Purchase, Sales and Traffic to be transferred to the proposed division.

Division of Purchase and Sales. This division to be essentially the same as the present division of Purchase, Sales and Traffic except that the Traffic Section of the present division is to be transferred to the Communications Division. The logical place for this division is in this new office, as will be seen by the make-up of the other divisions. This division should maintain pool of light equipment, such as cameras, etc.

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The general functions of this new division are to maintain a register of all real property of the Department, to keep all necessary data concerning the value of the land and of improvements, the type, character, year, etc. of improvements, to program the building needs of the entire Department, to prepare plans and specifications for buildings needed by the various bureaus, to allot space on basis of predetermined criteria approved by the Secretary, and to negotiate leases for rented space. I am not sure but that this division should acquire all lands which are needed for administrative buildings, certainly it should pass upon or endorse such purchases. Nor am I sure how far this division should get into the maintenance of property, certainly it should pass upon repairs of such involving expenditures of \$1,000 or over (as suggested by the Bureau of Agricultural Engineering).

The probable composition by sections might be as follows:

1.) Statistics - which maintains the Department register of all real estate. Property unit of present division of operations can be merged into this section.

2.) Space Control and Maintenance. Labor force of present division of operations can be merged into this section.

3.) Planning. The present Division of Plans and Services of the Bureau of Agricultural Engineering can well be transferred to this proposed division and its duties enlarged to include developing of long-range plans for housing the Department's bureaus, developing architectural and engineering standards of design and construction of buildings and improvements, and to inspect buildings under construction.

A fourth section might be that of Land Acquisition if found desirable.

Division of Automotive and Heavy Equipment. In general the duties of this new division would include the maintenance of a register of all equipment, cost, age, value, availability and such other information as is strictly needed. It should prepare and pass on specifications for all such equipment to insure uniformity of quality and bidding. It should prepare criteria for repair shops and it may be that it should operate them. I see no real objection in the case of repair shops for major overhauls. For minor overhauls shops may be under direction of bureaus but must be approved by this division. This division is to pass on items of equipment appearing in the budget or requisitioned by the bureaus.

The divisional breakdown into sections might be as follows:

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Registry - maintains all statistical data, obtains licenses and plates, etc., passes on requests for new equipment.

Specifications - identified by name.

Equipment maintenance - Maintains all major repair shops.

Division of Technical Coordination and Research. This, too is a new division. Before explaining its functions, it might be stated that there must be scores of technical committees in the Department, attempting to coordinate and to make uniform the various technical work of the Department. Normally these committees start off with a rush, then settle down to infrequent desultory meetings. They rarely have agenda, their reports are filed often unread, they have no secretary or reporter to write up in sufficient detail the minutes of the meeting. Rarely is information made available to the rank and file who do the work. We are in need of much research in technical processes such as mapping and photography, for example, although non-technical people are not often aware of it.

Therefore, this division would have attached to it full or part-time technical advisers representing various techniques such as air-conditioning, refrigeration, aerial photography, photography, mapping, safety, illumination, etc. These advisers become ex-officio Chairmen of technical committees dealing with these specialties. They are to develop standards, specifications, processes (in conjunction with the research section) and are to cooperate with any officer or bureau having technical problems which they are not equipped to handle.

The division would provide conference rooms, secretarial service, and will distribute such standards, specifications, etc., as have been approved. It will see that committees are kept alive and when a committee has completed its work that it is properly discharged.

This division will also supply names of candidates to interdepartmental technical committees and will maintain and distribute reports of technical interest, and it will maintain contacts with various research organizations in the government such as Bureau of Standards, Air Service, T.V.A., etc.

In order to make sure that these suggestions were not too far out of line, I took the liberty of asking Mr. Harry Nelson to review the foregoing pages. Two criticisms of major interest were made by him. The first had to do with the acceptance by the bureaus of the very evident centralization involved in the operations of this new office. He pointed out that the present Offices of Personnel and of Budget and Finance had made a place for themselves during the past 15 years.

A new office suddenly imposed might create resistance large enough to invalidate its efforts.

The second had to do with the position of the Division of Technical Coordination and Research. Mr. Nelson pointed out that in the interests of administrative efficiency this division might properly survey procedures involved in personnel or fiscal operations. It would therefore place the Directors of the Office of Personnel and Budget and Finance into a difficult relationship with the Director of the Office of Operations, inasmuch as they rank equally. His suggestion is that this division should properly be a separate office.

I find myself agreeing with both of these criticisms. In the case of the first, it is naturally the age-old difficulty between centralization and decentralization and it is the major problem of administration. I have no suggestion to offer to meet this criticism. I might point out in passing that while I am very much in favor of democratic processes, organization is of necessity regimentation and at some point positive authority must be interposed.

In the case of the second criticism, the solution is indicated by Mr. Nelson. I feel his suggestion is so valuable that I would add to the functions of this office so that in effect it becomes the General Staff of the Department. Instead of calling it the Office of Technical Coordination and Research and listing its functions, it should properly be called the Office of Coordination and Research. It would be called upon to program the activities of the Department, to coordinate them for greater efficiency and to coordinate and conduct research in all field touching upon the activities of the Department. A study could well be made of the probable value of such an office.

F. J. Sette
Special Technical Assistant
Office of the Secretary

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★ JUN 30 1938

Please return to the
Secretary's File Room

June 30, 1938.

MEMORANDUM FOR MR. APPLEBY AND
MR. SETTE †

Mr. Sette's memorandum of June 28 on plant and equipment is exceedingly helpful - in fact, this is the first real contribution on the subject that has sufficient detail to stimulate one's thinking. In general I agree with Mr. Sette's conclusions but, frankly, I would want to discuss all of them in conference with the two of you and Roy and Jump. For example, I am not certain that I see all the implications in the recommendation to transfer the Division of Purchase and Sales from Jump's office to the proposed new organization.

Unfortunately, I am wholly out of accord with the last paragraph in Frank's memorandum. It may be that Frank is using words which mean something to me that he did not intend, but certainly I would not favor having a division of coordination and research in an office of operations, this coordination and research group really to constitute the general staff of the Department. Doctor Jardine's office deals with the coordination of research, Warburton's with the coordination of extension activities, Jump's with finance, mine with the land-use activities, and the like. In a way the Secretary's Coordinating Committee brings all these separate coordinating activities together. I am not prepared to say that I would be opposed to a more formalized effort to coordinate the coordinators, but I am certain it could not be done in an office with the type of functions proposed for the Office of Operations. As I say, I may be misinterpreting Frank's central idea. If he refers only to research into technical methods and the setting of better standards and coordination of practices in relation to these technical things, then I would be in agreement but, certainly, would suggest a different name for the division. Let's discuss all this. In the meantime I am working occasionally on a reply to your other memorandum.

Sincerely,

M. S. Eisenhower,
Coordinator of Land Use Planning.

MSE/LHP

BROUGHT FORWARD

FILED

JUL 10 1948
U.S. DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY

June 30, 1948

MEMORANDUM FOR MR. APPELBY AND
MR. [redacted]

Mr. Appelby's memorandum of June 28 on plant and equipment is exceedingly helpful - in fact, this is the first real contribution on the subject that has sufficient detail to stimulate my thinking. In general I agree with Mr. Appelby's conclusions, but, frankly, I would want to discuss all of them in conference with the two of you and Roy and Tom. For example, I am not certain that I see all the implications in the recommendation to transfer the Division of Forestry and Rangeland to the proposed new organization.

Unfortunately, I am really out of touch with the last paragraph in Frank's memorandum. It may be that I am in a worse position than I realize to be able to do this, but I would not have a division of coordination and research in an office of operations, this coordination and research group really to coordinate the general staff of the Department. Frank's office deals with the coordination of research, planning, and the coordination of operations activities. Frank's office deals with the land-use activities, and the like. In a way the Secretary's Departmental Committee brings all these separate coordinating activities together. I am not prepared to say that I would be opposed to a more formalized effort to coordinate the operations, but I am certain it would not be done in an office with the type of functions proposed for the Office of Operations. As I say, I may be misunderstanding Frank's central idea. It is not only to research into land-use methods and the setting of better standards and coordination of practices in relation to these technical things, then I would be in agreement but, certainly, would suggest a different name for the division. Let's discuss all this. In the meantime I am writing occasionally on a reply to your other memorandum.

Sincerely,



M. S. Eisenhower,
Coordinator of Land Use Planning.

MSE/LRP

BRIDGEMAN FORWARDED

2 (Sec - Div. of operation)

September 2, 1938.

MEMORANDUM FOR MR. PAUL H. APPLEBY
Assistant to the Secretary

Dear Mr. Appleby:

Realizing that the attached presents a rather lengthy document for your consumption, I will attempt to briefly summarize its contents.

The subject, in accordance with your request, has been divided into two phases, the first dealing with a possible future setup of a larger Office of Operations; the second, what immediate steps may be taken to create a more responsible and authoritative Office of Operations. The first chart shows the following eight Divisions:

1. Automotive
2. Communications
3. General Service
4. Property Records and Statistics
5. Purchase and Sales
6. Real Estate
7. Reproduction
8. Traffic

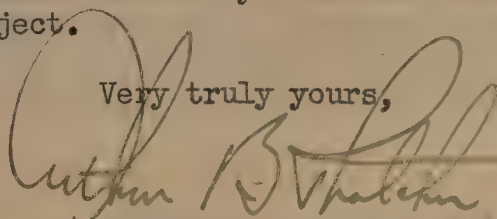
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Please return to the
Secretary's File Room

As this first part is not of immediate importance, it is believed that at such time, as you may find convenient, the narrative presents a better description of the functions of these Divisions than can be summarized here.

The second chart shows a possible immediate organization of an Office of Operations. If possible, I would suggest that you turn to page 8 of this document which describes, in some detail, what steps can be taken immediately in setting up a larger and more responsible program for the Office of Operations. As stated in this document, the writer has taken the liberty of utilizing some material from a memorandum addressed to you by Mr. F. J. Settee, Special Technical Assistant of the Office of the Secretary, under date of June 28, 1938, also a chart which was developed subsequent to my previous discussion with Mr. M. S. Eisenhower, Coordinator, Land Used Planning, and further conversations with Mr. H. A. Nelson, Assistant Director of the Office of Budget and Finance.

I trust this document may prove of some value to you in the further development of your ideas on this subject.

Very truly yours,


Arthur B. Thatcher, *Opd*
Business Manager.

August 29, 1938

MEMORANDUM FOR MR. PAUL H. APPLEBY
Assistant to the Secretary

In accordance with your request, I am submitting herewith a complete file including charts showing the present and future possibilities of what may be termed either an "Office of Operations" or "Office of Business Management," together with a narrative explaining in further detail the functions and objectives of the possible eight divisions within such an office. The file is divided into two parts, the first showing the possible functions and objectives of a larger Office of Operations, the second dealing with steps which may be taken to meet the immediate needs as outlined in your discussion with the writer.

In preparing this document, the writer has taken the liberty of utilizing some material from a memorandum addressed to you by Mr. F. J. Settee, Special Technical Assistant of the Office of the Secretary, under date of June 28, 1938; also a chart which was developed in this office subsequent to my previous discussion with Mr. M. S. Eisenhower, Coordinator, Land Use Planning, and further conversations with Mr. H. A. Nelson, Assistant Director of the Office of Budget and Finance. The purpose of showing the larger picture in the first part of this document is to demonstrate the logical type of functions which should comprise an Office of Operations. Obviously, to develop such an office would require considerable additional appropriations over and above that which is now provided. To demonstrate from actual figures just what savings might be accomplished would be quite impossible at the present time. It is believed, however, that the development of this office will eventually provide a more logical as well as more efficient type of organization of these services than is in existence in the Department as a whole at the present time. Some Bureaus of the Department have, through technical research and study, developed a considerable amount of valuable information which, through the medium of an organization of this kind, could be made of greater value to the Department as a whole. In describing in detail the various functions of this office, as the writer sees them, this fact will be further emphasized.

It will be noted that the chart shows eight proposed divisions to comprise the Office of Operations. They have been listed in alphabetical rather than in order of importance. They are as follows:

1. Automotive
2. Communications
3. General Service
4. Property Records and Statistics
5. Purchase & Sales
6. Real Estate
7. Reproduction
8. Traffic

DIVISION OF AUTOMOTIVE EQUIPMENT. The functions of this Division should be to develop a Motor Transport System to serve the various activities of the entire Department, both Washington and field. At the present time, there are Bureaus of the Department operating field offices of varied types and for varied purposes which are utilizing many types of automotive equipment, including passenger carrying vehicles, trucks, tractors, road grading equipment, etc. There is no question but what the better organized Bureaus, such as Forest Service and Public Roads, have, through years of experience, developed methods and procedure by which they are now in a position to properly maintain and service this type of equipment. In addition to these Bureaus, however, there are new action Bureaus in the Department buying all types of heavy equipment but which do not have any particular uniform method of purchase, maintenance or repair. It is believed, with a considerable amount of study and planning on the part of an Automotive Division, that eventually repair depots could be established in strategic points in the United States for the purpose of making major repairs on all types of automotive equipment used by the various Bureaus. These repair depots could also serve as a base for the operation of rolling repair units to serve various projects within given areas for the purpose of making minor repairs. As a part of this system, trained drivers who can make minor repairs would be employed to handle all types of automotive equipment, and the services of the driver, as well as the use of the particular piece of equipment, could be charged to the respective Bureaus for the time used. This type of operation would have the additional effect of creating economies in the Department in that it would, to a greater extent, eliminate idleness of equipment and would serve as a much better criteria for the necessity of purchasing new equipment. As an example, an instance is known to the writer where automotive equipment was idle in one particular locality for a period of two months, whereas, by accidental information, it was learned that another agency of the Department was negotiating for the purchase of equipment of this similar type to carry out its particular program. There was no coordinate set up in the Department which could have administratively withdrawn this idle equipment from the activity on which it was located and detail it to the other activity for at least the period of two months. Through the medium of a Motor Transport

System, this situation could not prevail in that when the activity having this equipment had finished with same, it would immediately have been ordered returned to the Motor Transport headquarters to prevent their activity from being charged additional rent for the equipment as well as the services of the driver. It would also provide a greater amount of equipment than might be purchased by any particular Bureau to meet any emergency need on the part of an action program. For example, if an activity had a particular piece of work to do in a short space of time and an emergency existed whereby it must be done in that given time, it would be possible for the Motor Transport depot to supply sufficient equipment to meet the need, or through its Transport System, secure additional equipment to supplement those already provided.

It is doubtful whether the equipment now operated by the various Bureaus in the field is in constant use six days out of every week. It is possible to believe that there must be a certain percentage of idleness in a year's time. However, work requiring the services of automotive equipment, taking the Department as a whole, would no doubt show no idleness insofar as the program is concerned. Therefore, from the Department's standpoint, there is a need for some type of automotive equipment every working day of the year, and by a coordination of this type, that need could be more efficiently and economically served.

In addition, there should be provided an inspection service at the factory to insure compliance with specifications and also at the various major repair depots to insure compliance with operating instructions. This Division would also cooperate with the Division of Purchase and Sales in the matter of purchases of heavy equipment; likewise, in the development of criteria for service requirements in order that purchases may be made in larger lots on this basis. It would also be responsible for the transfer of equipment between the various transport depots in order to meet existing needs. This Division would be charged with the function of passing upon all requests for purchases of automotive equipment before negotiations are actually started. It would also operate the garage and Motor Transport Service for Department owned vehicles in the District of Columbia.

COMMUNICATIONS. This Division would be charged with the operation of the Department Post Office. In addition to the operation of the present Secretary's File Room, it is believed the mail and files function should be developed on a larger scale. Studies should be made which might lead to the possibility of developing a uniform system of mail and files operations for not only the Office of the Secretary, but the various Bureaus of the Department. This system should provide for the centrali-

1. The first part of the paper discusses the importance of the study and the objectives of the research.

2. The second part of the paper describes the methodology used in the study and the data collection process.

3. The third part of the paper presents the results of the study and discusses the findings.

4. The fourth part of the paper discusses the implications of the study and the conclusions drawn.

5. The fifth part of the paper discusses the limitations of the study and the areas for future research.

6. The sixth part of the paper discusses the contributions of the study to the field of research.

7. The seventh part of the paper discusses the overall findings of the study and the conclusions drawn.

8. The eighth part of the paper discusses the implications of the study and the conclusions drawn.

9. The ninth part of the paper discusses the limitations of the study and the areas for future research.

zation of all files by and within the respective Bureaus. It might be interesting to note that a committee of Mail and Files Chiefs of some of the Bureaus recently conducted studies for the purpose of making recommendations which might lead to the creating of a Filing Seminar in the Department of Agriculture Graduate School. The success of this study has resulted in files being included as a subject of the Graduate School for the present year, with Mr. John S. Lucas, Chief of Mail and Files for the Farm Security Administration, as Instructor. It is believed, however, that the first step in connection with this work would be the centralization of all files of the Office of the Secretary, such files to contain all official correspondence, records and documents of this particular office; likewise, to receive and dispatch all mail. Under the present arrangement, certain portions of the Office of the Secretary are located in the South Building, as well as in the Administration Building, in which case sub-stations should be created to service those offices in the South Building, such sub-stations, however, to be under the administrative supervision and control of the Division of Communications. This Division would render considerable assistance to the Bureaus in not only adapting their Washington files to a uniform method of operation but also in the promotion of this idea in their various field offices. The uniform system of file operations has many and distinct advantages. In the first place, uniformity of operation of any function leads to definite efficiency. It creates a career for personnel engaged in mail and files work in that if the uniform system is adopted by all Bureaus of the Department, they make themselves available for this type of service in any Bureau. In other words, personnel standards and qualifications for mail and files work would be uniform throughout the Department and where possible vacancies exist in the various Bureaus, a wider field of selection could be had for promotion of personnel trained in mail and files work. With the gradual extension of this program to the field offices of the Department, the possibility of promotion becomes even greater. This Division would also be charged with the responsibility of operation and maintenance of the telephone and telegraph service.

GENERAL SERVICE. This Division would act in a general service capacity to the Office of the Secretary. Its functions would comprise the preparation of personnel actions, maintenance of such personnel and leave records as may be required, the handling of authorizations for travel, the requisitioning of supplies and equipment, and the operation of a stenographic pool.

PROPERTY RECORDS AND STATISTICS. Mr. Settee, in his memorandum to you, states that there is a real absence of central records of both real property and equipment in the Department and that all reports submitted have no evidence in the Office of the Secretary to substantiate

their correctness. This Division would be charged with the responsibility of maintaining a location record of all real property owned by the Department. This record should be descriptive of every piece of real property owned, should show its use, its value, and other necessary information. Statistics based on this type of record should be extremely valuable to the Department. This Division should be responsible for the licensing as well as the maintenance of location inventories of all automotive equipment. It should also receive regular reports from the various field transport depots showing costs of maintenance and operation of automotive equipment in the field. It should develop statistical reports which should be of value in reviewing budgets requesting this type of equipment. The writer is not sure just how far the Department should go in the centralization of other types of equipment records. It is believed that if eventually it were possible to decentralize the Office of Operations that location inventories of all types of equipment should be maintained. In general, the functions of the Division are to maintain such records as may be necessary and pertinent to the functions of the Office of Operations as a whole and the development of such statistical information as may be of value in supporting Departmental reports or supplying other information.

PURCHASE & SALES. The functions of this Division would be divided into four sections as follows:

1. Contracts
2. Central Supplies
3. Surplus & Sales
4. Specifications

The set-up as proposed is quite similar to that of the present Division of Purchase, Sales and Traffic, with the following exceptions: It is believed more logical to have property records made a part of the general Property Records and Statistics Division, also that the traffic function is sufficiently important to be created as a separate division. This is believed necessary due to the fact that one phase of this work, the passenger service, has no relation to a Division of Purchase, Sales and Traffic as such. However, with the large number of travelers in the Department of Agriculture, more emphasis should be placed on the matter of service, insofar as itineraries and passenger rates are concerned.

The fourth section is what I have termed the Specifications Section. It is believed that this Section should be comprised of a highly technical staff, possessing a reasonable working acquaintance with the varied technical equipment utilized by the Bureaus of the Department. It should be charged with responsibility of either preparing or collaborating in the preparation of specifications for all items of supplies, materials, and equipment purchased by the Department. It

1. The first part of the report is a general
introduction to the subject.

2. The second part is a detailed description
of the methods used in the investigation.
3. The third part is a discussion of the results
obtained and a comparison with previous work.
4. The fourth part is a conclusion and a
summary of the findings.

5. The fifth part is a list of references.
6. The sixth part is a list of figures and
tables.
7. The seventh part is a list of symbols and
abbreviations.
8. The eighth part is a list of names and
addresses of the authors and their institutions.

should work in such close cooperation with the various Bureaus as to be ever current in their knowledge of new scientific developments which may result in the preparation of specifications and purchases of new types of equipment. It is realized that it is impossible to provide a staff sufficiently technical or large in number to cope with all problems of this type in an intimate way. However, the Bureaus have in their employ technical and scientific men who are specialists in their particular fields and their services should be made available from time to time in an advisory capacity to the Specifications Section. This Section should make available to the Bureaus a technical as well as complete understanding of Government regulations on this subject as possible.

REAL ESTATE. This Division should be charged with the control of all space occupied by the Department in the District of Columbia. It should be solely responsible for all contacts with the National Park Service of the Department of the Interior in connection with the maintenance of buildings. It should also initiate studies with a view to a more proper utilization of space in the District of Columbia, also the station at Beltsville or other like stations which may be constructed in the future. Based on such policies as may be set forth by the Secretary's Office, studies should be made which would lead to a more practical location of Bureaus with a view to the more efficient operation of the Department in the District of Columbia and its environs. It should provide an advisory service to the Bureaus in the laying out of space for its more efficient utilization. In fact, the writer believes that it should be mandatory on the part of the Bureaus to submit a layout, using templates to scale, before approval is given for the allotment of space. This belief is borne out in the tables shown in Mr. Settee's memorandum to you which notes a high square footage average per person in the Bureaus. This Division would also be responsible for the reviewing of all requests for space in the field except where exemptions have been granted by the Department Regulations or by specific approval of the Secretary. There is no question but what this Division should also conduct a study of the space situation in the field with a view to a more centralized location of all Bureau regional office activities of the Department, as well as warehouse activities. It is recognized that no two Bureaus of the Department are coextensive in their regional lines. This Division would not enter into the policy of attempting to establish regional lines, but rather, insofar as possible, try and centralize Bureau Regional Offices which are in near locations. This study would consist of securing information on rent paid, cost of miscellaneous services, and study of transportation facilities with regard to the needs of the respective Bureaus. It should develop figures as to the cost of centralizing these activities in a single building in a given city central to all, with a view to effecting economies of operation and a better coordi-

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nation of the Department's activities. The writer believes that real constructive results could be derived from a study of this type.

The last and perhaps the most important function of this Division would be that of developing a long range building program to meet the needs of the Department. This Section would be comprised mainly of architects and draftsmen who would prepare plans and collaborate with the Specifications Section of the Division of Purchase and Sales for future buildings to be constructed. Its services should be available for the purpose of developing revised plans of present buildings for more efficient utilization. It should pass on all requests for improvements in excess of \$1,000. This Division should also pass upon all proposed purchases of land on which future Department buildings are to be erected before negotiations are made for its purchase.

REPRODUCTION. The functions of this Division are as follows and I believe self-explanatory:

1. Duplicating plant.
2. Maintenance of mailing lists.
3. Blue-printing and photographic laboratory.

It will be noted that the functions of this Division consist mainly of service.

TRAFFIC. As previously stated, it is believed that traffic should be set up as a Division, due to the passenger feature of its function. Its work is divided into two phases, that of being responsible for the furnishing of freight routings and rates upon request, and the providing of a service to travelers of the Department, covering itineraries and passenger rates.

This completes what the writer believes to be an ideal and logical organization as well as a necessary one for the Department. Obviously, there are many factors which will operate against its being placed into operation as a whole in the near future. Funds for salaries and travel are the first obstacles to be overcome. A tremendous amount of sales work must be carried on with the Bureaus to convince them of the practicability of this idea. It is believed that eventually such a program would effect economies in cost of operation; however, the only immediate argument is that it will at least provide a more efficient type of operation and service to the Bureaus. The writer is in full realization of the fact that the above represents a five and perhaps ten year program, yet it is believed to be one on which some start and study should be made with the hope that it may result in the success of the establishment of a real Office of Operations or Business Management.

THE [illegible] OF [illegible]

BY [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

In accordance with your additional request, there is submitted herewith another chart which shows the possible immediate organization of an Office of Operations. In addition to its present functions as outlined on the chart, considerable emphasis should be placed on the real estate problem. The first step in this program is a study of our present space situation in Washington and at Beltsville. Through future discussions with your office, some criteria should be developed which will assist this office in its study of the future location of some of the Bureaus in the Department. It is my understanding that additional projects similar to Beltsville are to be developed in other locations. This, likewise, would provide for additional study as to space allotments for Bureaus in these buildings. In addition to this, sufficient staff should be made available to study the space situation in the field. Repeating what I have said in the previous discussion of the proposed general set-up, this study should embrace the survey of present regional offices of the various Bureaus with a view to ascertaining what steps can be taken for a more centralized location of these activities in the field. It is also suggested that the Director of the Office of Operations be authorized by the Secretary to sign all leases as are now handled by the present Division of Operation. Steps can also be taken to develop a location record, descriptive in its arrangement, of all real property owned by the Department of Agriculture.

Another phase of the work which may be started immediately is that of General Service functions to the Office of the Secretary. The functions of this Division have been previously described in this memorandum.

A third operation which can be started immediately is the matter of uniform mail and file operations for all Bureaus of the Department. As previously stated, this is of current interest, due to the fact that the majority of the Chiefs of Mail and Files Sections of the various Bureaus were included on the Committee of which Mr. John S. Lucas was chairman; also, as previously stated, the study of files is now on the curriculum of the Graduate School. Whereas, the Secretary's immediate file room is no doubt well organized to meet the needs of the Secretary's immediate office, it is believed that a larger picture should be developed whereby this particular Mail and Files Station can embrace the entire filing problem of all offices of the Secretary.

It is also believed that a study could be initiated on the subject of automotive equipment. Information should be secured from the various Bureaus dealing with the subject of service requirements; methods of purchase; garaging; present methods of transfers of equipment; maintenance; and repair. As previously stated, some of the Bureaus have had

considerable experience in this matter which should be of great benefit in the eventual development of a Motor Transport System for the Department. Further studies should be made in the cost of operation of automotive equipment with a view to the eventual development of uniform methods which will reduce, as well as bring all automotive costs to a more comparable figure. This field of the Motor Transport System is a tremendous one, yet it can be worked into a very efficient type of operation. The study should be begun at once as obviously it will take considerable time to achieve the desired results.

From the writer's knowledge of the present Division of Operations, there obviously are not sufficient funds to provide for the starting of an immediate program. Either funds should be drawn from various Bureaus or personnel detailed to allow for the initiation of this first part of the program. It would be much more preferable if the Office of Operations could be created by a Secretary's Order and funds made available for selected personnel to be set up in newly allocated positions. This would allow for a much more orderly arrangement of the organization and create a tremendous incentive on the part of the selected personnel to do a good job.

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C O P Y

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Budget and Finance
Washington, D. C.

July 10, 1934

Budget and Finance Circular No. 3

TECHNICAL ADVISORY BOARD

A Technical Advisory Board, to consider and report to the Chief of the Division of Purchase, Sales and Traffic upon departmental procurement questions depending primarily for their solution on special engineering or other technical knowledge, is hereby established with the following personnel:

Members

Mr. S. H. McGroory, Chairman.

Mr. T. W. Norcross.

Maj. Otto Engelmann.

Alternates

Mr. Geo. E. Boyd.

Mr. Howard R. Jones.

Mr. P. A. Kersey

By direction of the Secretary of Agriculture.

W. A. Jump

Director of Finance

MEMORANDUM FOR THE RECORD

On 10/10/54, the following information was received from the Division of Investigation, U.S. Department of Justice:

Re: [redacted] (SAC, [redacted])

1. [redacted]

2. [redacted]

3. [redacted]

4. [redacted]

5. [redacted]

6. [redacted]

7. [redacted]

8. [redacted]

9. [redacted]

10. [redacted]

In further explanation of the detailed functions of the Office of Plant, Equipment and Services, there is outlined below the Divisions and Sections which it is proposed to establish with their duties:

1.) - COMMUNICATIONS

(a) Mail and Files (including post office)

① This Section will be responsible for the operation of the larger Office of the Secretary, including the immediate Office of the Secretary, Office of Personnel, Office of Budget and Finance, Office of Plant Equipment and Services, Division of Foreign Agriculture Service, and Division of Marketing and Regulatory Work. It will have administrative supervision of not only the central files, but also such divisional stations as may be necessary due to the physical location of the various offices and divisions. It will also supervise the operation of the departmental post office.

(b) ~~Permanent Records and Procedure~~

② This Section will act in a liaison capacity for the Department of Agriculture with the Department of Archives. It will make studies on a collaborative basis ^{with} in the various bureaus for the purpose of relieving the Department's file situation through the transfer of permanent records to the ^{The National} ~~Department~~ of Archives and the recommended destruction of such routine material that has no further value. It will be responsible for the appointment of a Board of Survey upon request of the bureaus in connection with the above.

③ It will act in a consulting capacity with the various bureaus with a view to developing a ^{planning & uniform} system of ~~uniform~~ file operations for both Washington and the Field. This responsibility will include development of procedure whereby efforts may be made to eliminate duplicate files ~~in the various bureaus~~ and the establishment of a

of a centralized filing system by and within the various bureaus in order to promote economy and efficiency of this type of operation.

The
(c) Telephone and Telegraph

~~This~~ Section will be responsible for the operation of the telephone and telegraph system of the Department. It will also ~~be responsible~~ ^e ~~for~~ initiating studies and making recommendations which will lead to a greater economy in this type of service without decreasing efficiency.

2.) - GENERAL SERVICE

The
(a) Personnel

~~This~~ Section will be responsible for the preparation and maintenance of records of all personnel actions for the ~~larger~~ Office of the Secretary.

The
(b) Travel

~~This~~ Section will be responsible for the ^{Handling} ~~initiation of Requests~~ and the ~~for~~ Travel Authorizations/dissemination of such information as may be requested by the offices, divisions and their respective travellers. It will also render advisory service in the proper preparation of travel vouchers.

The
(c) Supplies

~~This~~ Section will be responsible for the clearing of all requisitions for supplies and equipment which may be needed; also maintain such cupboard stock as may be required for the immediate use of the various offices and divisions.

(d) Budget

^{Preparation}
This Section will be responsible for the ~~development~~ of such budgets as are required for the various offices and divisions of the Office of the Secretary, working in close collaboration with the Office of

Budget and Finance in order to eliminate any possible duplication of effort.

3.) - MOTOR TRANSPORT

This Division will be responsible for the operation of the motor transport system for Department-owned vehicles in the District of Columbia. It will also maintain a repair depot for the maintenance and repair of vehicles which comprise the motor transport system, also for other Department-owned cars upon requisitions by the various bureaus.

4.) - PROPERTY RECORDS AND STATISTICS

This Division will be responsible for the maintenance of a current registry of all real property owned or leased by the Department of Agriculture. It will also maintain such property records of equipment as may be necessary for the various offices and divisions of the Office of the Secretary. It will also be responsible for the development of such statistical information as may be necessary in the furtherance of the program of the Office of Plant Equipment and Services.

5.) - REAL ESTATE

The
(a) Space Control

~~This~~ Section will be responsible for the control of all space occupied in the District of Columbia and its environs, whether owned or leased, and the assignment of said space to the various bureaus. It will maintain all relationships with the National Parks Service for the Department of Agriculture; also relationships with the Procurement Division of the Treasury Department as they may pertain to the work of this Section. It will handle all matters pertaining to leases in accordance with the Departmental Regulations. It will be responsible for property management and maintenance within the District of Columbia and its environs. It will control

and allot parking areas. It will provide a Technical Advisory Service in the lay-out of space. It will pass upon any proposed sites for Departmental buildings before negotiations are started for the acquisition of any lands.

The
(b) Planning

~~This~~ Section will be responsible for the broad field of housing of the operating plant of the Department for both the District of Columbia and the Field, including long range planning and active prosecution of approved housing projects. It will also make studies of the operating plant situation in the Field with a view to possible consolidation for purposes of greater efficiency and economy, as well as better coordination of the Department's program. It will pass upon requests for repairs in excess of \$1000 to Department-owned buildings. It will be responsible for the preparation of plans and specifications for buildings needed by

The
(c) Lease Section

for the -ing of
It will be ~~the responsibility of this Section~~ to handle all matters pertaining to leases in accordance with the Departmental Regulations. It will pass on all requests for field space in accordance with the Departmental Regulations.

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(6.)
The Director of the Office of Plant Equipment and Services, in addition to his responsibility for direction of the functions as outlined above, will be responsible for the activities of the Technical Advisory Board which is making studies and developing, by collaborative methods with the operating bureaus, departmental standards for equipment, including its operation and maintenance. Such equipment to include automotive or other heavy equipment, also photographic and other optical (including aerial) equipment and such other items of equipment as may be determined

*functions have been outlined in the Secy's Memo
dated June 8, 1932, establishing this board.*

from time to time. In addition, the Technical Advisory Board will be responsible for the collection and dissemination throughout the Department of ideas and good practices in connection with the selection, use, maintenance and operation of equipment. He will also be responsible for signing for the Secretary such leases as are now required by the Departmental Regulations to be signed by the Secretary or Acting Secretary. He will also be responsible for the Beltsville Research Center and its integration with the Washington operation and housing problem.

In further explanation of the functions of the Office of Plant Equipment and Services, there is outlined below the divisions and sections which it is proposed to establish with their duties.

- a) THE MAIL AND FILE SECTION (Including Post Office) will be responsible for the operation of a central file station for the office of the Secretary. It will also have administrative supervision of such divisional stations as may be necessary due to the physical location of the various offices and divisions. It will also supervise the operation of the Department post office.
- b) THE PERMANENT RECORDS AND PROCEDURE SECTION will act in a liaison capacity for the Department in its relations with The National Archives.

It will make studies of the present file systems of the Department.

- 6. TECHNICAL ADVISORY BOARD. The functions of this board have already been outlined in the Secretary's Memorandum dated June 8, 1938, a copy of which is attached. Its more immediate functions will be responsibility for making studies and developing, by collaborative methods with the operating bureaus, of Departmental standards for equipment, including its operation and maintenance, such equipment to include automotive and other heavy equipment, also photographic and other optical equipment (including aerial). It will also be responsible for the collection and dissemination throughout the Department of ideas and good practices with the selection, use, ~~and~~ methods, and operation of equipment.

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The Director of the Office of Plant Equipment and Services, in addition to his responsibility for general supervision of the functions as outlined above, will be responsible for the Beltsville Research Center and its integration with the Washington operations and housing problems. He will also have authority to sign "For the Secretary" such letters as are now required by the Department regulations to be signed by the Secretary or Acting Secretary.

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UNITED STATES DEPARTMENT OF AGRICULTURE

(Bureau or office)

RECOMMENDATION TO THE SECRETARY

DATE:

ACTION REQUESTED:

LEGAL RESIDENCE:

NAME:

DATE OF BIRTH:

DESIGNATION: { To:
From:CLASSIFICATION: { To:
From:SALARY: { To:
From: per less deductions of \$ for

COOPERATIVE EMPLOYMENT:

APPROPRIATION:

DATE EFFECTIVE: NAME, CLASSIFICATION, AND
SALARY OF PREDECESSOR:

PERIOD: HEADQUARTERS:

REASONS (state why action is necessary):

To provide a Director for the Office of Plant, Equipment and Services.

DUTIES:

Under administrative direction as to compliance with departmental regulations and with very wide latitude for independent and unreviewed action, to have general administrative supervision and direction of the Office of Plant, Equipment and Services engaged in the functions as outlined in the Secretary's Order No. , dated and the attached chart.

(over)

C. S. Cert. No. dated:

C. S. Authority dated:

Classif. Sheet dated:

SUMMARY OF QUALIFICATIONS

EDUCATION:

TRAINING AND EXPERIENCE:

LAST EFFICIENCY RATING:

PERSONNEL INQUIRY REPORT

COMMENTS:

(Signature)_____

(Title)_____

2 (See - Lio of Jnr)

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~~ARMY SECURITY ADMINISTRATION~~

FILED

4 JAN 21 1938

Office of the
Secretary & File Room

December 12, 1938.

MEMORANDUM FOR MR. ROY F. HENDRICKSON
Director of Personnel

Dear Mr. Hendrickson:

In accordance with my telephone call to your office, the attached file includes a rough outline of the proposed new office showing the functions by divisions, also a proposed Secretary's Order and Form AD 41 giving the duties. I thought it best to send this docket over first for your perusal before discussing it with you personally at your convenience.

Because of the diversified activities of this proposed office, I found it extremely difficult to work out a new name to take the place of "Operations." In giving further consideration to your suggestion of "Plant and Equipment", it seems that that title was somewhat restrictive in its scope and did not apply to all functions being performed, but by the addition of the words "and Services", it seems to cover the field of operation and also allow for any future transfer of functions, such as reproduction, purchasing, traffic, etc., work which obviously could be classed as "Services."

You will note that the docket also includes a copy of the "Report of the Committee on Program Planning of the Filing Seminar" which outlines a number of important studies which should be initiated by the Communications Division.

As stated before, I will be glad to discuss this matter with you further at your convenience.

Very truly yours,

Arthur B. Thatcher. ✓

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NOV 11 1934

U.S. DEPARTMENT OF JUSTICE
DIVISION OF INVESTIGATION

December 12, 1934

MEMORANDUM FOR MR. T. J. LADD
DIRECTOR OF INVESTIGATION

Dear Mr. Ladd:

In accordance with my telephone call to your office, the attached file contains a rough outline of the proposed new office under the Division of Investigation, also a proposed Departmental Order and Form AD 41 giving the duties. I thought it best to send this document over first for your personal before discussing it with you personally at your convenience.

Outline of the Division of Investigation of this proposed office, I found it extremely difficult to work out a new name to take the place of "Department". In giving further consideration to your suggestion of "Bureau and Department", it seems that this was somewhat restrictive in its scope and did not apply to all functions being performed. In the opinion of the staff "and services", it seems to cover the field of operations and also allow for any future transfer of functions, such as investigation, purchasing, traffic, etc., work which obviously could be classed as "services".

You will note that the document also includes a copy of the report of the Committee on Program Planning of the Federal Bureau of Investigation which outlines a number of important studies which are to be initiated by the Departmental Division.

As stated before, I will be glad to discuss this matter with you further at your convenience.

Very truly yours,

Walter E. Tamm

AST:rrj

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SECRETARY'S MEMORANDUM NO.

Due to the expansion of the Department's program, there has developed a real problem with respect to the whole broad field of housing of the Department's activities, also the large amount of diversified equipment being purchased and operated under varying methods and conditions.

In order to more effectively meet this need, there is hereby established, effective January 16, 1939, an Office of Plant, Equipment and Services, which shall be a part of and report to the Office of the Secretary.

The functions of the Office of Plant, Equipment and Services will be:

- (1) Responsibility with respect to the whole broad field of housing of the operating plant of the Department, whether owned or leased, for both the District of Columbia and the Field. Such responsibilities to include:
 - (a) The initiation of a long range program of planning and active prosecution of approved housing projects.
 - (b) The study of possible consolidation of operating plants with a view to securing greater economy and efficiency of operation, also allow for a better coordination of the Department's program.
 - (c) Responsibility with respect to the Beltsville Research Center and its integration with Washington operation and housing problems.
 - (d) Responsibility for the maintenance of a current registry of real property, space control and assign-

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 - (a) The initiation of a long range program of planning and active prosecution of approved housing projects.
 - (b) The study of possible consolidation of operating plants with a view to securing greater economy and efficiency of operation, also allow for a better coordination of the Department's program.
 - (c) Responsibility with respect to the following housing program:
 - 1. The investigation and its interpretation with Washington
 - 2. Operation and housing problems.
 - (d) Responsibility for the maintenance of a current registry of real property, space control and analysis.

ments, construction, repairs, relations with the National Park Service of the Department of Interior, property management and maintenance, allotment and control of parking areas, leases, etc.

- (2) The responsibility for development, by collaborative methods with the operating Bureaus, of departmental standards for equipment, including automotive and other heavy equipment, its operation and maintenance, also photographic and other optical equipment (including aerial) and the study of such other related matters as may be determined from time to time, or have already been outlined in my Memorandum of June 8, 1938 establishing the Technical Advisory Board.
- (3) The responsibility for the Department's Communications System, including, in addition to those functions which now comprise a part of the work of the present Division of Operations, the responsibility for making studies of existing file systems and by collaborative methods, to plan and develop a uniform system of file operations for the Department's activities in both the District of Columbia and the Field. Also to act in a liaison capacity for the Department in its relation with The National Archives.
- (4) The performance of General Service functions, such as the handling of personnel actions, travel authorizations, requisitions, budgets, etc., for the Office of the Secretary and the maintenance of pertinent records.
- (5) The operation and maintenance of the Department's garage and Motor Transport System for the District of Columbia.

In order to more effectively prosecute its program, the following

In order to more effectively prosecute its program, the following

- (2) The operation and maintenance of the Department's garage and Motor Transport System for the District of Columbia.

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equipment, including automotive and other heavy equipment,
with the operating Bureau, of departmental standards for

- (2) The responsibility for development, by collaborative methods

control of parking areas, license, etc.

property management and maintenance, allocation and

National Park Service of the Department of Interior,

work, construction, repairs, relations with the

activities are hereby transferred to the Office of Plant, Equipment and Services:

- (1) The Division of Plans and Services from the Bureau of Agricultural Engineering.
- (2) The Division of Operations. (Now a part of the Office of the Secretary.)
- (3) The Technical Advisory Board from the Office of Budget and Finance.

For the purpose of this Order, where services are performed, the Office of Secretary will include, besides the immediate Office of the Secretary, the Offices of Budget and Finance, Personnel, Plant, Equipment and Services, and the Divisions of Foreign Agricultural Service and Marketing and Regulatory Work.

The Services of the present Department Housing Committee will be continued with the Director of the Office of Plant, Equipment and Services as Chairman.

Mr. Arthur B. Thatcher is hereby appointed as Director of the Office of Plant, Equipment and Services. In addition to his responsibilities as Director of this Office, he is authorized to sign "For the Secretary" such leases as are now required by the Department Regulations to be submitted for signature of the Secretary or Acting Secretary.

activities are hereby transferred to the Office of Plans, Equipment and Services:

(1) The Division of Plans and Services from the Bureau of

Agricultural Engineering.

(2) The Division of Operations. (Now a part of the Office

of the Secretary.)

(3) The Technical Advisory Board from the Office of Budget

and Finance.

For the purpose of this Order, where necessary and appropriate,

the Office of Secretary will include, besides the Executive Office

of the Secretary, the Office of Budget and Finance, Personnel, Plans,

Equipment and Services, and the Division of Foreign Agricultural

Services and Marketing and Regulatory Work.

The Secretary of the present Department Housing Committee will

be continued with the Director of the Office of Plans, Equipment

and Services as Chairman.

Mr. Arthur A. Ransford is hereby appointed as Director of the

Office of Plans, Equipment and Services. In addition to his responsi-

bilities as Director of this Office, he is authorized to sign "For

the Secretary" and issues as are now required by the Department.

Legislation to be submitted for signature of the Secretary or Acting

Secretary.

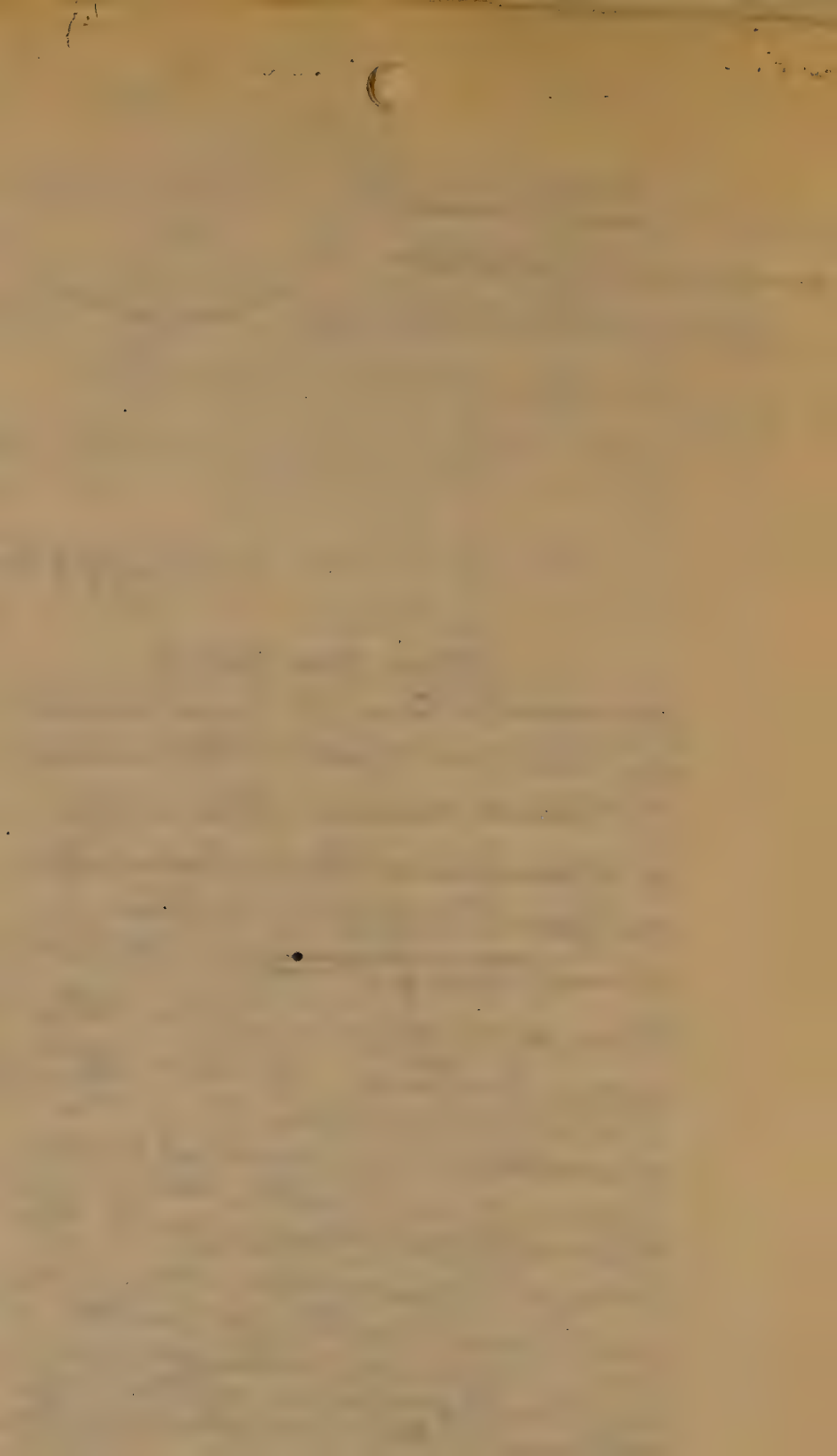
1. ~~L. W. A. Group~~
2. ~~H. A. [unclear]~~
3. ~~W. S. Eisenhower~~
4. Roy Hendrickson
for comment.

Don't send
through files.
p. 11.



9/15/38

It is the best presentation I have seen on the subject. However I have reservations of a fundamental character on parts of it. I think something ought to be done as a start in the near future, but cautiously. It involves points of the greatest importance to the Dept as a whole, the operating bureaus, & to the Recs Office internally. I do not have time to set forth my views in detail now but will pass on so that the others listed may do so if they have time right now. W. J.



U. S. DEPARTMENT OF AGRICULTURE
OFFICE OF BUDGET AND FINANCE
WASHINGTON, D. C.

9/15
....., 193

On most items I agree -
Think plan should be
directed more toward
securing greater control
& less toward actual
performance of tasks. Should
the Office of Operation not
Operations, i. e., directing
not doing. Believe staff
is now too large to
permit consolidations
which would have been
effective five years ago.

Wm



THE UNIVERSITY OF CHICAGO

LIBRARY

PHYSICS

1911

1 (Sec)

John Thurston
L-2-41Admiral Victor
Charles
8-2-41REORGANIZATION OF THE
OFFICE OF THE SECRETARY

FILED

JAN 21 1943 E

Placed in the
Secretary's File RoomMatters for Discussion*Charles*
Mr. McKinley prepared the following outline:

Explore the desirability of making certain shifts of functions within the Offices of the Secretary, and concentrating all plant and equipment functions, together with an increased amount of staff advice on such activities to the operating agencies, in a re-vamped Office of Plant and Equipment.

1. Ought the A. D. & M. Section in the Office of Information, and the photographic reproduction work of the same Office, be transferred to Plant and Operations?
2. Ought the Division of Purchase, Sales and Traffic in B. & F. be transferred to P & O?
3. Ought the functions of the Technical Advisory Board be expanded so as to furnish more technical advisory service to the operating agencies? If so, in what directions should this expansion take place?
4. Ought the Administrative Services Division of P & O be shrunk to servicing only P & O, returning the service activities it now performs for the various Secretarial Offices to each Office? In particular, should the budget preparation functions be withdrawn and given to each Officer?
5. Ought the accounting work of the Central Accounting Service in B & F be returned to each Office and Bureau now served?
6. Should the A.D.&M. work be performed on a reimbursable basis similar to that used in Central Supply?

BROUGHT FORWARD

1990

BROUGHT FORWARD

7. Should the Plans and Service Division, A. C. & M. be transferred to Plant and Operations?

In addition, Farm Security Administration and the Office of Information have asked that a study be made to determine the best way to handle F.S.A. duplicating. Mr. Appleby has arranged to have Mr. Samuel Holston detailed to Plant and Operations to work on this question, in consultation with Mr. Sette. Mr. Holston can begin work on Tuesday, August 5.

Undoubtedly a single, comprehensive report should be prepared for submission to Mr. Appleby. Since the transfers referred to above would involve changes in the budget, the report should be completed, if at all possible, by August 25.

The following is suggested as a possible division of labor on the questions raised by Mr. McKinley:

Question 1. The Office of Information might prepare a description of the functions, organization and staff of the A. C. & M. and Photographic Sections, together with a statement of problems and needs of the Sections with respect to efficient operation.

The Office of Plant and Operations might prepare a statement to show how duplicating and photographic work fits into the broad concept of an Office of Plant and Equipment, together with a plan of over-all organization for this work.

Mr. Holston, in cooperation with Information and Plant and Operations and in consultation with Mr. Sette, might prepare a detailed plan of organization and procedure for the duplicating and photographic work.

... to ... and ...

Received 20 June 2008; accepted 10 November 2008; first published online 10 December 2008

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

8. *Conclusions*—The results of this study indicate that the use of a single, low-dose, short-acting benzodiazepine, such as lorazepam, is an effective and safe method for the sedation of patients with severe anxiety disorders. The use of a single, low-dose, short-acting benzodiazepine, such as lorazepam, is an effective and safe method for the sedation of patients with severe anxiety disorders.

Journal of Management Education 30(6)p.789-804

These words, and the other fragments of the book, are the only ones that have been found.

[illegible]

18. *Staphylococcus aureus*

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 26

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1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

We should also have a description of duplicating and photographic work now done elsewhere than in the Office of Information. Some attention should be given to the question of whether any part of this work should not be done centrally. Perhaps the Office of Plant and Operations could work on these matters.

Question 2. The Office of Budget and Finance might prepare a description of the functions, organization, and staff of the Division of Purchase, Sales and Traffic, together with a statement of problems and needs of the Section with respect to efficient operation.

The Office of Plant and Operations might prepare a statement to show how this work fits into the concept of an Office of Plant and Equipment, together with a plan of organization and procedure.

Question 3. The Office of Plant and Operations might canvass the Bureaus and prepare a summary of statements by the Bureaus on this point. Plant and Operations should prepare recommendations, and these probably should be accompanied by a description of present functions.

Question 4. Probably the Office of Budget and Finance should prepare a statement as to how it believes budgeting should be handled in the Office of the Secretary; the Office of Personnel, a statement with respect to personnel actions; Plant

The following is a list of the names of the persons who have been appointed to the various positions in the office of the Secretary of the Treasury, and who have been assigned to the various divisions of the office.

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and Operations and Budget and Finance, jointly, a statement with respect to purchasing and materials.

Plant and Operations might prepare a statement describing how these matters are handled now.

Question 5. The Office of Budget and Finance might prepare a statement on this point, including a description of present functioning, recommendations, and a plan to carry out these recommendations.

Question 6. The Office of Budget and Finance might prepare an answer to this question and also on the same question with reference to photographic work. In this connection, someone has said the Forest Service has a revolving fund for duplicating.

Question 7. This needs discussion.

What might be done to prevent upsets to employee morale. ✓

Would it be desirable to bring the matter into the open and tell employees that the whole subject is under consideration? Will any individual positions be adversely affected? If so, how should the problem be handled?

and Operations and Budget and Finance jointly a statement
also respect to maintaining and restoring.

That and Operations might prepare a statement detailing
the new these matters are handled now.

Regarding the Office of Budget and Finance might prepare a
statement on this point, including a description of present
forecasting, recommendations, and a plan to carry out these
recommendations.

Regarding the Office of Budget and Finance might prepare
an answer to this question and also on the same question with
reference to photographic work. In this connection, someone
has said the Forest Service has a revolving fund for airplane
log.

Regarding this needs discussion.
What might be done to prevent waste in airplane costs.

It would be desirable to bring the matter into the open and
tell employees that the whole subject is under consideration.
Will any individual position be adversely affected? If so,
how should the problem be handled?

Regarding the Office of Budget and Finance might
prepare a statement as to how it handles airplane costs.
It would be desirable to bring the matter into the open and
tell employees that the whole subject is under consideration.
Will any individual position be adversely affected? If so,
how should the problem be handled?

UNITED STATES DEPARTMENT OF AGRICULTURE
Washington 25, D. C.

February 28, 1944

GENERAL DEPARTMENTAL CIRCULAR NO. 30

Aerial Photography

The purpose of this Circular is to transfer to the Chief of the Office of Plant and Operations the responsibilities with respect to aerial photography previously vested in the Land Policy Committee and the Office of Land Use Coordination.

All aerial photography projects shall be approved by the Chief of the Office of Plant and Operations before bids are solicited or operations are begun.

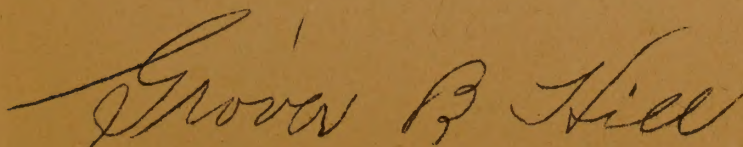
Specifications for aerial photography shall conform to Departmental Specifications A-AP-1101. For special projects involving topographic mapping to be executed by stereo-photogrammetric methods on various scales, and for other uses requiring material not incorporated in the Departmental Specifications, new specifications are to be submitted, together with a statement of the necessity for departing from the use of the Departmental Specifications.

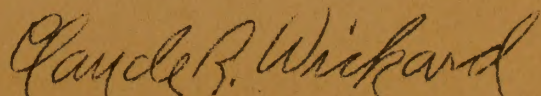
Before approving a project, the Chief of the Office of Plant and Operations will ascertain:

1. Whether the photographs desired are available in the Department or in other government agencies.
2. Whether other bureaus wish to cooperate or participate financially in the project, or wish to have it include additional areas.
3. Whether other bureaus wish to order additional material from the contractor and would like to have their requirements included in the solicitation for bids.

The Chief of the Office of Plant and Operations will inform the Map Information Office of the Geological Survey of the proposed project, in order that it may ascertain whether other Federal agencies wish to participate.

Secretary's Memorandum No. 697 of June 18, 1936, is hereby superseded.


First Assistant War Food Administrator


Secretary

RESEARCH IN THE HISTORY OF THE UNITED STATES

THE HISTORY OF THE UNITED STATES

The history of the United States is a story of the growth of a nation from a small colony to a great power. It is a story of the struggles of the people to create a government that would protect their rights and promote their welfare. It is a story of the triumphs of the American spirit and the failures of the American dream.

All of these things are part of the history of the United States. They are the things that have shaped the nation and made it what it is today. They are the things that we should all know and understand.

Education and research are the keys to understanding the history of the United States. They are the tools that we need to learn about the past and to make sense of the present. They are the tools that we need to build a better future for ourselves and for our country.

History is not just a collection of facts and dates. It is a story that we all share. It is a story that we should all know and understand. It is a story that we should all be proud of.

History is the foundation of our nation. It is the foundation of our identity and our values. It is the foundation of our future.

History is the story of the United States. It is the story of the people who have built this nation and the people who will build it in the future.

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